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Human resources management

Overview of human resources management reform: towards a global, dynamic and adaptable workforce

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 65/247, in which the Secretary-General was requested to report to the Assembly, at its sixty-seventh session, on the progress of the human resources reform efforts.

The report builds on the last overview report (A/65/305 and the addenda thereto) and presents an overview of human resources management in the Organization, specifically addressing human resources management reforms implemented, or in the process of implementation, since the decisions taken at the sixty-third and sixty-fifth sessions of the General Assembly. These encompass, inter alia, mobility, and the new system of contractual arrangements. Also provided are updates on talent management, including workforce planning, staff selection and performance management.

The report also includes an addendum containing a proposal in response to the request made by the General Assembly in its resolution 65/247 for a comprehensive mobility policy (A/67/324/Add.1).

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I. Introduction

1. The present report is submitted pursuant to General Assembly resolution 65/247, in which the Secretary-General was requested to report to the Assembly at its sixty-seventh session on progress in human resources reform efforts towards a global, dynamic and adaptable workforce.

2. The report presents an overview of human resources management in the Organization, specifically addressing continuing human resources management reforms implemented, or in the process of implementation, since the sixty-third and sixty-fifth sessions of the General Assembly. The report contains sections on mobility; contractual arrangements; talent management, including workforce planning, staff selection, performance management, learning and career development and Inspira; and the Young Professionals Programme, desirable ranges, gender balance, the human resources management scorecard, staff health and well-being and staff-management relations. The status of implementation of requests made by the Assembly in its resolutions 65/247 and 66/234, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions that were endorsed by the Assembly, is set out in the annex to this report.

3. The Secretary-General is also submitting an addendum to this overview in response to a request of the General Assembly in its resolution 65/247, containing self-standing proposals on a comprehensive mobility framework.

4. In addition to the overview and its addendum, the General Assembly will have before it the report of the Secretary-General on the composition of the Secretariat (A/67/___), including consolidated data on the use of gratis personnel, consultants and individual contractors, and on the employment of retired staff as well as the reports of the Secretary-General on amendments to the Staff Rules (A/67/99) and the practice of the Secretary-General in disciplinary matters and possible criminal behaviour, 1 July 2011 to 30 July 2012 (A/67/171).

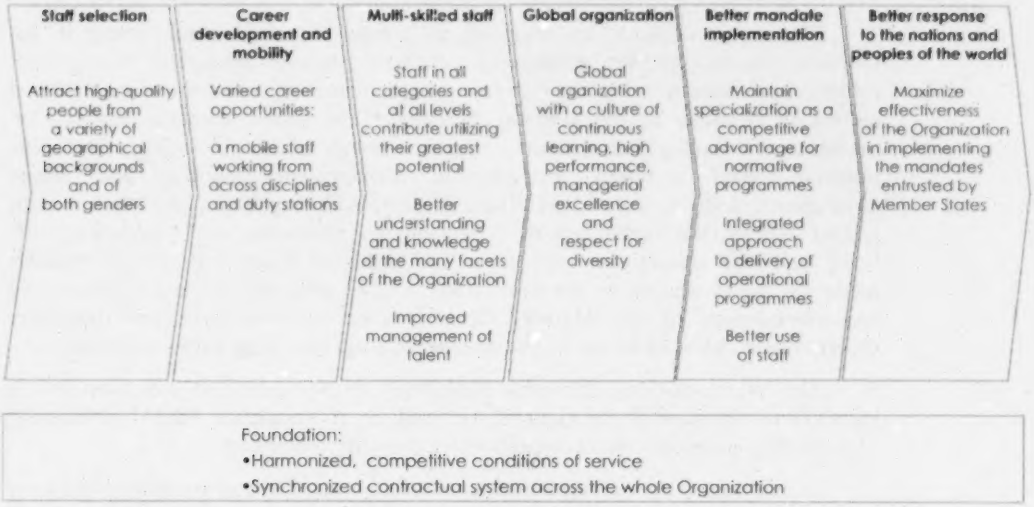
II. Broader organizational context and imperatives

5. The Organization's greatest resource is its workforce, absorbing 70 per cent of the regular budget, and about 25 per cent of the support account, peacekeeping operations budget and extrabudgetary resources (excluding general temporary assistance). The human resources management of the Organization is therefore a key enabler of its overall delivery strategy. As the General Assembly underlined in its resolution 65/247, human resources management must play a central, strategic role in ensuring that the Organization works in an integrated manner and is responsive, supports a culture of empowerment and performance, allows equal access to career opportunities irrespective of programmes and sources of funding, and provides staff members with the chance to learn and grow so they can reach their greatest potential. As the Assembly noted in that resolution, the implementation of human resources management reforms will provide the basis for an improved work environment which will, in turn, better enable the Organization to meet its mandates.

6. The overarching goal of the continuum of human resources reforms, as expressed most recently in General Assembly resolutions 63/250, 65/247 and 65/248, is thus an Organization that is better able to implement the mandates

entrusted to it by the Member States, as delivered by a truly global, dynamic and adaptable workforce. Figure I illustrates the steps in this process.

Figure I
A global, dynamic and adaptable workforce


Staff selection
Attract high-quality people from a variety of geographical backgrounds and of both genders
Career development and mobility
Varied career opportunities:
a mobile staff working from across disciplines and duty stations
Multi-skilled staff
Staff in all categories and at all levels contribute utilizing their greatest potential
Better understanding and knowledge of the many facets of the Organization
Improved management of talent
Global organization
Global organization with a culture of continuous learning, high performance, managerial excellence and respect for diversity
Better mandate implementation
Maintain specialization as a competitive advantage for normative programmes
Integrated approach to delivery of operational programmes
Better use of staff
Better response to the nations and peoples of the world
Maximize effectiveness of the Organization in implementing the mandates entrusted by Member States
Foundation:
•Harmonized, competitive conditions of service
•Synchronized contractual system across the whole Organization

7. The reforms undertaken to harmonize conditions of service and to synchronize and simplify the contractual system have laid the foundations for an Organization where people are able easily to move around without being hampered by bureaucratic barriers; and with that ability to have a more mobile global workforce comes the opportunity for the Organization to maximize its effectiveness so that it can better deliver. As illustrated above, the starting point is a staff selection system that attracts high-quality talent from around the world, with geographical and gender balance. Once within the Organization, staff are then able to benefit from the varied career opportunities available, including through the gaining of experience in different disciplines and duty stations. This leads in turn to the creation of a multi-skilled workforce, which has better knowledge and understanding of the different parts of the Organization, and conditions where staff are personally allowed to deliver to their greatest potential, having had the opportunity to develop a wide range of skills.

8. A workforce that is able to move around and develop these skills will allow the Organization to be truly global in nature, with individuals having a broad understanding of the Organization. There will be a culture of continuous learning as people develop their skills and share knowledge in new positions, and managers will have greater experience of different parts of the Organization. With this greater expertise, the Organization will be in a position to better implement its mandates — both with the specialized skills required for the normative programmes, and with a more integrated approach to the delivery of the operational programmes. This ultimately means that the Organization will be able to deliver the mandates entrusted to it by Member States in the most effective and efficient way possible.

9. While much progress has been made so far, it is clear that there is still significantly less movement around the Organization than the Organization requires and than staff would like. In a staff survey[1] on mobility carried out in January 2012, 65 per cent of staff (55 per cent of international staff and 77 percent of Field Service staff) reported having wanted to move at some point in their career and having been unable to do so. If staff are not able to move around, service in different duty stations is not shared equitably across the workforce, nor is the Organization able to reap the full benefits of a staff with a broad knowledge of the different parts of the Organization.

10. The Secretary-General's goal is therefore to build on the foundations already put in place through the reforms so far to enable the delivery of a consistently dynamic, global and adaptable workforce. In addition, the General Assembly has clearly indicated the importance it attaches to mobility: in the point system it has established for continuing contracts,[2] four out of the seven indicators are related to mobility. However, the system of movements is currently ad hoc and depends solely on the selection of staff by individual hiring managers. There is no strategic organizational approach to ensure that the right people are in the right position at the right time. Neither the Organization nor staff themselves benefit systematically from the opportunities that mobility should afford. Therefore, in response to the request of the General Assembly in resolution 65/247, the comprehensive mobility policy presented in addendum 1 to the present report proposes a more structured system, which would have the following benefits:

(a) **Better vacancy management**. Under the proposed new system, final selection recommendations would be made by job network boards, thereby allowing the Secretary-General, through those boards, to make strategic choices regarding where staff would best be placed. Under the current system, based on decisions of individual hiring managers this is not possible;

(b) **Less time spent by managers on recruitment tasks**. Currently, managers spend significant amounts of time on recruitment. Under the new system, much of that responsibility would devolve to the boards, thereby enabling line managers to spend less time on recruitment tasks, and place an increased focus on their substantive responsibilities;

(c) **A more global workforce**:

(i) The current ad hoc system is a particular challenge in terms of movement between Headquarters and other locations. Without any mechanisms in place to assist staff in obtaining another position, some staff are concerned about moving for fear of becoming "stuck". The proposed system will help address this concern through the enforcement of post occupancy limits, and by giving priority to staff applying from other duty stations. As a result, staff will be more likely than they are today to apply for posts at the more challenging duty stations, which will in turn help improve delivery of the Organization's mandates;

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[1] Conducted by the Staff-Management Committee working group, in which 14,774 staff members responded (38 per cent of the overall United Nations Secretariat population): 8,465 respondents were internationally recruited staff (58 per cent of all international staff) and 6,309 respondents were locally recruited (26 per cent of all local staff).

[2] See resolution 65/247, para. 54, and annex.

(ii) In addition, under the proposed framework, there would be a core requirement for one geographical move in order to be eligible to progress to the P-5 level and above, which would ensure that staff had experience in at least one other duty station before they took on senior management positions, giving them greater understanding of the Organization;

(d) **Career development and knowledge management**. Changing positions helps reinvigorate the workforce, which benefits both the staff member and the Organization, and facilitates the transfer of knowledge and the breaking down of silos. The policy as set out in addendum 1 also proposes a more coherent approach to career development, allowing for more systematic linkage of skills and learning to placement decisions;

(e) **Improved performance**. Research on mobility policies has shown that those who undertake international assignments demonstrate a consistent and ongoing improvement in their performance.[3]

11. It is therefore clear that there is an imperative for action. The reforms already in place create a level playing field and bring about an integrated organization where staff around the world are treated equally and on the same terms, thus laying the foundation for the functioning of the United Nations as a more interoperable organization. With the technical advances offered by Umoja, as well as the work being done to deliver services more effectively, there is an opportunity for the Organization to build on the foundations of the reforms already implemented and take the management of our human resources to the next level. Section IV.A in, and addendum 1 to, the present report examine the policy in greater detail.

III. Summary of progress made in the implementation of General Assembly resolutions 63/250 and 65/247 and next steps

12. Since the General Assembly adopted resolutions 63/250 and 65/247, the Organization has undertaken a variety of human resources management initiatives to respond to the issues introduced in section II above.

13. As indicated in those resolutions, reform is carried out along a continuum. So far, the foundations have been laid for an integrated Secretariat, with the same conditions of service and contractual framework. The talent management system has been further developed, including an overhaul of recruitment, as well as provision of greater access to learning and work to improve performance management; moreover, the electronic talent management tool, Inspira, has been established. The Young Professionals Programme has been introduced, streamlining and enhancing recruitment and development of our young professional staff. All of these developments have laid the basis for the next steps, including a comprehensive approach to staff mobility, the deployment of Inspira to the field, expanded e-learning opportunities, and enhanced performance management.

[3] See Noeleen Teresa Doherty and Michal Dickmann, "Measuring the return on investment in international assignments: an action research approach", *International Journal of Human Resources Management*, vol. 23, No. 16 (September 2012), pp. 3434-3454.

14. Table 1 summarizes the progress made as at August 2012. Table 2 summarizes the next steps to be taken by the Organization in continuing to implement human resources management reform. Section IV of the present report gives more detailed information on all of these issues.

Table 1
Summary of progress made in the implementation of General Assembly resolutions 63/250 and 65/247

Area	*Activities/milestones*
Contractual reform	• One-time review of permanent appointment nearing completion: 99 per cent of eligible cases (4,111 staff) converted to permanent appointments as at 23 July 2012
	• Continuing appointments system established, including development of supporting information technology (IT) tool and calculation of "post envelopes"
Workforce planning	• Forecasted retirements, by job network, family and title
	• Amended retirement recruitment timelines to reduce the time during which posts left vacant
	• Launching of HR Insight, the electronic information platform on staffing with access for Member States
Staff selection and recruitment	• Young Professionals Programme implemented, with first examinations carried out on 7 December 2011, and selections made from July 2012
	• Action taken to reduce length of time for recruitment
	• Inspira enhancements made in area of user interface, rationalization of the staffing process and integration with other databases
Performance management	• Mandatory performance management training introduced in September 2011
	• E-performance tool in Inspira completed and deployed throughout the Organization in April 2012
Learning and career development	• Learning management system piloted in early 2012
	• Review of organizational competency model
Mobility	• Proposal for comprehensive mobility framework agreed by management and staff
Work/life issues	• Flexible working arrangements pilot carried out

Table 2
Summary of next steps in the continued implementation of General Assembly resolutions 63/250 and 65/247

Area	*Activities/milestones*
Contractual reform	• Issuance of continuing appointments and five-year fixed-term appointments for those who were eligible but did not receive a continuing appointment
Workforce planning	• Work with Inspira and Umoja projects to continue to improve ability to plan for the Organization's workforce in the future
Staff selection and recruitment	• Continue deployment of Inspira staff selection tool to the field
Learning and career development	• Promulgate new competency model
	• Review learning and development programmes to enhance delivery and increase link between learning and career development
	• Continued development of learning management system, to include e-learning content of mandatory courses, substantive content courses, language and language exams etc.
Performance management	• Consultations with other entities and staff on best practice for reforming and strengthening performance management in the Organization
	• Implement multi-rater feedback tool
Mobility	• Continuation of work on mobility in light of General Assembly decision
Work/life issues	• Revised flexible working arrangements policy to be presented to the General Assembly
Human resources management scorecard	• Use scorecard information to gain better insight into human resources areas for improvement

IV. Specific initiatives

A. Mobility

15. With the implementation of the recent human resources reforms, which have removed key bureaucratic barriers to movement of staff within the Organization, the time has come for a comprehensive mobility policy, as requested by the General Assembly in its resolutions 63/250 and 65/247. Addendum 1 to the present report provides more detail on the proposals.

B. Contractual arrangements

Background and imperatives

16. In its resolution 63/250, the General Assembly approved a new contractual framework (temporary, fixed-term and continuing) and in its resolution 65/247, the Assembly decided on the modalities for granting continuing appointments, including eligibility criteria.

17. There are two different routes towards the granting of continuing appointments. Staff who have passed a competitive recruitment examination are granted a continuing appointment at the end of their two-year probationary period, subject to satisfactory performance. For all other staff, continuing appointments are available subject to the limits of the post envelopes and the eligibility criteria set by the General Assembly.

Progress made since the adoption of General Assembly resolution 65/247

18. The Office of Human Resources Management of the United Nations Secretariat has developed the legal framework that would regulate the yearly review for award of continuing appointments under the post envelope quota. Secretary-General's bulletin ST/SGB/2011/9 on continuing appointments was promulgated on 18 October 2011, and the administrative instruction that sets out the process in detail has been issued (ST/AI/2012/3). An information circular will be published in the fourth quarter of 2012, announcing the first review exercise and the procedures to be followed.

19. An electronic tool for supporting the administration of the continuing appointments has been developed in Inspira. The tool will allow staff to review their information relevant to the point system (for example, e-performance documents, years of service and moves) and verify this information prior to submission for review by their departments. Based on the outcome of this departmental review, the tool will then automatically calculate the points for staff who meet the eligibility criteria, and rank staff based on their points allocation. Enhancements have also been made to the Integrated Management Information System (IMIS) to allow continuing appointments to be recorded.

Next steps

20. Once the post envelope is confirmed, following completion of the one-time review of permanent appointments, the first exercise will be launched, likely in the fourth quarter of 2012. It will be accompanied by a staff communication campaign.

C. Talent management

1. Workforce planning

Background and imperatives

21. The General Assembly, in its resolution 65/247, expressed the view that there is more scope for forecasting future staffing requirements for major occupational groups than is reflected in current efforts. In paragraph 16 of its resolution 66/246, the Assembly also requested a strategy on succession planning to be developed for all departments of the Secretariat.

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

(a) Succession planning

22. The Secretariat has undertaken a number of steps to develop a more coherent approach to succession planning. Table 3 provides an overview of the succession planning strategies that the Secretariat is undertaking.[4] The strategies are focused on areas where staff succession is allowed through roster-based recruitment.

Table 3
United Nations Secretariat succession planning strategy

Entity[a]	*Positions*	*Strategy*
All	Young Professionals Programme	• Forecast future Young Professionals Programme staffing needs by job family then hold examinations to ensure that there are enough Programme candidates on the rosters for a two-year period
Non-field	All	• Forecast retirements based on staff retirement date
		• Forecasted retirement vacancies are advertised as anticipated job openings twelve months ahead of retirement
		• Entities receive these forecasted retirement reports via EZ-HR (IMIS human resources reporting tool)
		• Member States receive forecasted retirement reports for their nationals online at HR Insight. In addition, all forecasted retirement reports for senior positions (P-5 to D-2) are online at HR Insight
	Language	• Department for General Assembly and Conference Management of the United Nations Secretariat prioritizes language exams based on factors including staffing complement, number of vacancies, projected retirements, separations during the period and status of the roster
Field operations	D, P, Field Service	• Ongoing assessments to identify vacancy gaps in occupational rosters which are to be filled through generic job openings
		• Identify immediate and hard-to-fill positions to be filled through position-specific job openings
		• Prepare for expected expiry dates of assignments and secondments

[a] Non-field operations include departments/offices, regional commissions and tribunals. Field operations include missions plus the United Nations Logistics Base at Brindisi, Italy, and special political missions of thematic clusters III (political offices, peacebuilding support offices, integrated offices and commissions) and IV (United Nations assistance missions).

[4] These succession planning strategies are in addition to the positions planning work being carried out as part of the budget process. The Office of Information and Communications Technology of the United Nations Secretariat is developing an information and communications technology global staffing model and will present this in the future as part of the normal departmental budget submission process (see A/66/94).

(b) Retirements

23. During the reporting period, the Office of Human Resources Management prepared a five-year forecast of retirements from 1 July 2012 to 30 June 2017 by occupation — job network, job families and job titles — for Secretariat staff with permanent, continuing and fixed-term appointments.[5] On average 681 staff (1.8 per cent) are forecast to retire each year, with 60 per cent of those staff in the management and operations support job network. There is no single job title that accounts for a significantly higher proportion of retirees.

24. In addition to the retirement forecast, an analysis was also carried out on the length of time required to replace a retiree.[6] In general, the recruitment process for retiring staff was initiated at least six months ahead of the staff member's retirement date. Despite this, however, the positions were rarely filled by the time the retiree had left because, even in cases where the replacement had been selected, he or she had not yet been onboarded. The result was that the retiree's position was left vacant for an average of 62 days (excluding temporary appointments).

25. As a result of this analysis, the start of the recruitment process for a retiree is being moved from 6 months to 12 months before retirement. If an internal candidate has been chosen as a replacement for the retiree, this means that the recruitment process for the internal candidate's replacement can also start, so as to ensure that that position is filled in a timely manner.

(c) Workforce planning in the field

26. The target vacancy rate for start-up missions is from 20 per cent within 9 months to 15 per cent within a year. The target vacancy rate for all other missions is 10 per cent. If a mission falls below these thresholds or if a quarterly forecast predicts a dip below the threshold, the Field Personnel Division of the Department of Field Support of the United Nations Secretariat will analyse the reasons for the increase in vacancy rates, as well as the distribution of vacancies in terms of level, functions and geographical distribution. It will also conduct an analysis of gaps in the rosters. Corresponding recruitment activities will then be decided. Human resources surge capacity may be added if mission-specific recruitment activities are necessary. In addition, in 2012, field occupational group managers carried out a global exercise to identify where the critical gaps lay across occupational groups and levels in the field in order to address them in the rosters; and in February 2012, the Department of Field Support held a strategic planning workshop with stakeholders to establish a calendar of generic job openings for the second half of the year.

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[5] Population did not include the following: United Nations Development Programme (UNDP)-administered staff of the Secretariat, those in the parts of the tribunals not administered in IMIS/Nucleus, and those on temporary appointments. Forecast of occupational retirements had been gathered by extracting retirement data (retirement date, retiree job title) from IMIS/Nucleus as at 14 April 2012 and merging those data with the revised job codes from the recent job code project (job network, job family, job title).

[6] The sample consisted of 104 out of 474 non-field staff members recorded in IMIS who had retired between 1 July 2009 and 30 June 2010.

(d) Information to Member States regarding their nationals

27. In August 2011, the Office of Human Resources Management launched the online reporting tool HR Insight. The permanent missions of Member States' are now able dynamically to access information previously made available only in the annual report of the Secretary-General on the composition of the Secretariat, or on a case-by-case basis. They can instantly download reports on their desirable ranges and staff information. They can also see which of their nationals are forecasted to retire, as well as forecasted retirements for all positions from P-5 to D-2.

28. HR Insight is also helping make the United Nations more environmentally friendly: for example the list of staff of the United Nations Secretariat is now available exclusively online on this platform, thereby saving 1,216,950 pages per year.

(e) Job code clean-up project

29. The multiple systems across different parts of the Organization make analysing and reporting workforce information challenging. One particular obstacle to efficient analysis has been the proliferation of job codes. Job codes link job openings, candidate applications and rosters and as such are the building blocks of the Inspira system, and will also be used widely in Umoja. However, over time, the Organization had accumulated approximately 7,000 different job codes, many of which were outdated, duplicated or incomplete. To address this issue, a job code clean-up project was undertaken during the reporting period to streamline and standardize the codes, resulting in the creation of a consolidated list of about 2,000 codes which will now be used in Inspira.

Next steps

30. In the next reporting period, work will continue to be carried out to overcome the challenges in workforce planning across the Organization's many entities, with a focus on collaborating with the Inspira and Umoja projects to improve the Organization's workforce planning capability.

2. Staff selection and recruitment

Background and imperatives

31. In its resolution 65/247 the General Assembly highlighted the "paramount importance of speeding up the recruitment and staffing process, in accordance with Article 101, paragraph 3, of the Charter". In paragraph 18 of the same resolution, the Assembly requested the Secretary-General to "conduct a comprehensive review of the entire recruitment process to improve the overall response time with a view to realizing the benchmark of 120 days for filling a post".

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

32. In order to conduct a comprehensive review of the recruitment process, as requested, the Office of Human Resources Management developed a monitoring framework in 2011 which allocated responsibility for each step within the recruitment process to the appropriate stakeholder, as well as the targets for each step.

33. The steps of the staffing timeline from determining eligibility of applicants to selection are set out in table 4. They cover the steps included in the General Assembly-mandated 120-day timeline (excluding advertisement time).[7] However, it is to be noted that this does not include roster selections.

Table 4
Staffing timeline after posting (excluding roster selections): average days per action step

	Entity responsible						
	Department/office	*Office of Human Resources Management*	*Offices away from Headquarters/ regional commissions*	*Target*	*2010[a]*	*2011*	*First half of 2012*
				(days)			
1. Initial HR assessment		■	■	5	14	13	15
2. Recommendation of candidates	■		■	40	53	107	112
3. Status review		■	■	3	21	16	10
4. Central Review Board endorsement		■	■	7	11	15	15
5. Selection by the head of department/office	■		■	5	8	19	19
Total duration of actions within 120-day target (excluding advertising time)				**60**	**107**	**170**	**171**

[a] The figures for 2010 are artificially low because that year was a year of transition from Galaxy to Inspira and the data on the individual steps were available only for Inspira selections.

34. The Office of Human Resources Management has taken a number of actions to improve staffing timelines, as follows:

- Provided systematic training and guidance to hiring managers and executive offices so as to ensure advance planning and allocation of time for conducting assessment activities.
- Initiated an alert message which is now sent to the manager and executive office team on the day of posting the job opening, highlighting the key dates and actions to be taken.
- Introduced the long list/short list approach so that hiring managers can easily distinguish between applicants who meet only the basic evaluation criteria and those who also meet the desired qualifications. This has reduced the workload for hiring managers when evaluating applicants, which in turn has reduced the average number of days for step 2.
- Introduced an automatically generated transmittal memo, contributing to reduced average days for steps 1 and 2.

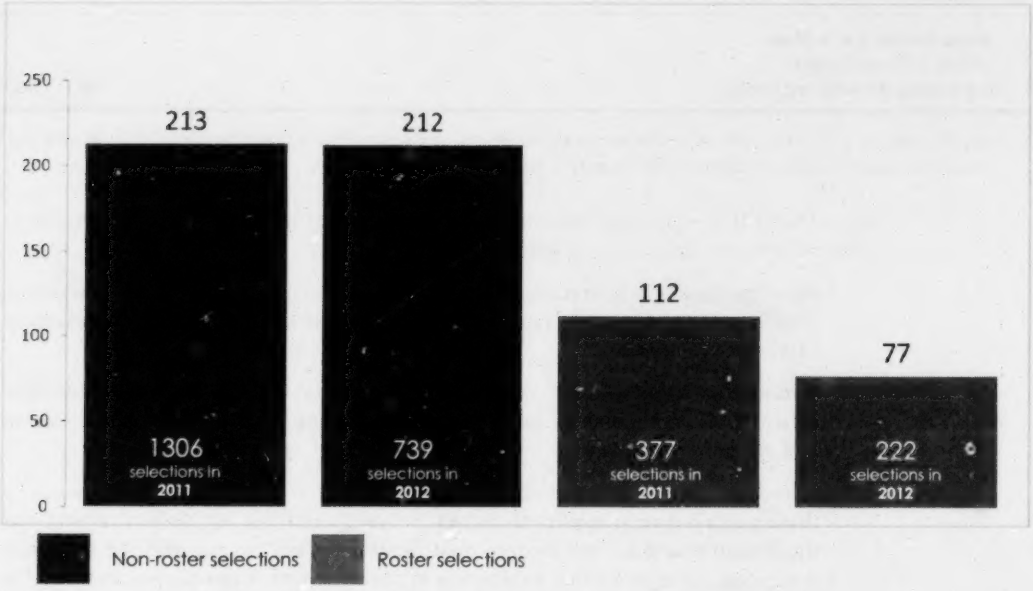
[7] Advertising time (60 days as reaffirmed by the General Assembly in para. 18 of its resolution 65/247) is excluded from this table, as it is not a variable. In addition, it would be misleading to include it in totals across the years, since, as a result, like would not be compared with like, because of the former application of the 60-30-15 rule, or recruitment against project posts etc.

- Enhanced the pre-screening process in Inspira to make the determination of eligibility more accurate.

35. Upon review of the recruitment process the following was noted:

- Selections currently take 212 days in total (including advertising time, which ranges from 60 days for non-project posts to 15 to 30 days for project posts). However, this does not take into account the selections using rosters, which are much faster. When roster selections are included, the average time for selection in the Organization is 183 days (for the first half of 2012), an improvement from 187 days in 2011 and 235 days in 2010.
- The critical challenge lies in step 2, recommendation of candidates, where hiring managers take an average of 112 days compared with the target of 40 days.
- Roster-based selections are nearly twice as fast as standard selections, with an average of 77 days in 2012 (see figure II), resulting in a 31 per cent reduction in time compared with 2011.

Figure II
Average number of days for roster and non-roster selection, 2011-2012



Note: Overall average in 2011: 187; overall average in 2012 to date: 183.

36. In responding to the request made by the General Assembly in paragraph 33 of its resolution 65/247, to make the recruitment procedures of the United Nations more transparent to external candidates, an e-learning programme on competency-based interviewing has been launched via the United Nations Careers portal in English and French. A second e-learning course is also being developed to explain the personal history profile and its role in the recruitment process and to provide guidance in building the document.

Next steps

37. Work will continue on improving the performance of the Organization, as measured against each of the steps in the recruitment timeline. In the longer term, should the proposed mobility policy set out in addendum 1 to the present report be approved by the General Assembly, this would entail a number of changes to the staff selection system, although the current staff selection process would need to run concurrently until the new system was fully operational.

3. Performance management

Background and imperatives

38. The General Assembly, in paragraph 41 of its resolution 65/247, emphasized "that a credible, fair and fully functioning performance appraisal system is critical to effective human resources management" and requested the Secretary-General "to ensure its rigorous implementation". In paragraph 42 of the same resolution, the Assembly requested the Secretary-General "to continue to develop and implement measures to strengthen the performance appraisal system, in particular by rewarding staff for excellent performance and imposing sanctions for underperformance, and to strengthen the link between performance and career progression, in particular for those staff members in managerial positions", and in paragraph 43 also requested the Secretary-General "to report to the General Assembly at its sixty-seventh session on the implementation of the new talent management system".

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

39. During the reporting period, the Organization took a number of steps to ensure the rigorous implementation of the new Performance Management and Development System (see ST/AI/2010/5 and Corr.1).

(a) Oversight of the Performance Management and Development System

40. Joint monitoring groups monitor and support the performance management system in duty stations around the world. In 2011, a Global Joint Monitoring Group was established as a subgroup of the Staff-Management Committee. This Group draws on the reports of local groups to identify common themes and challenges in respect of implementing the Performance Management and Development System, such as the importance of the role of senior managers and the challenges of tackling underperformance. It then makes recommendations on addressing such issues on a global basis.

41. The Group submitted its first annual report to the Staff-Management Committee session in Arusha, United Republic of Tanzania, in June 2012. That report has been shared with all departments/offices/missions so that senior management teams can implement its recommendations. Implementation will be monitored through the head of office, in conjunction with the local joint monitoring groups.

(b) Mandatory performance management training

42. Mandatory performance management training for all managers and supervisors was introduced in September 2011.[8] The training is well attended, with over 50 per cent of managers trained since 2011; and feedback has been positive. Additionally, the orientation programme for newly recruited staff members and young professionals includes sessions on performance management. The Office of Human Resources Management is also developing an e-learning performance management programme for all staff.

(c) Rewarding excellent performance and sanctioning underperformance

43. A Staff-Management Committee working group on performance management drew up a rewards and recognition framework based on the International Civil Service Commission performance management framework and best practices of agencies, funds and programmes. The working group presented the framework to the Staff-Management Committee in June 2012, which agreed that further consideration should be given to this issue.

44. Regarding underperformance, administrative instruction ST/AI/2010/5 and Corr.1 contains a number of provisions for identifying and addressing performance shortcomings. It clarifies the role of management and identifies a number of possible actions, such as counselling, transfer to a more suitable function, additional training and/or the institution of a time-bound performance improvement plan. If a performance shortcoming is not rectified following such actions, administrative actions such as non-extension/termination of an appointment or withholding of a salary increment may be imposed.

45. Currently, the primary mechanism for ensuring that managers are properly equipped to sanction underperformance is the performance management training programme. In addition, in April 2011, the Office of Human Resources Management, in conjunction with the Department of Field Support, published a guide entitled "Addressing and resolving underperformance: a guide for managers".

46. The Office of Human Resources Management is currently working on a reporting tool for improving analysis of the administrative actions that have been implemented following ratings of "partially meets performance expectations" and "does not meet performance expectations".

(d) Links between performance and career progression

47. There is an institutional link between performance and career progression. As set out in sections 9.3 and 9.4 of administrative issuance ST/AI/2010/5 and Corr.1, staff members who have met or exceeded performance expectations should be given a rating of "successfully meets performance expectations" or "exceeds performance expectations" and "[t]hese ratings shall be so viewed when staff members are considered for selection for a post at the same or higher level, without prejudice to the discretionary authority of the Secretary-General to appoint staff members". In the Inspira system, staff members are requested to upload their latest two performance documents to support an application for an advertised job opening, whether at the same level or at a level higher than their current level.

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[8] See Secretary-General's bulletin ST/SGB/2011/5.

48. In addition, the publication entitled "UN Competency Development: A Practical Guide" was introduced in 2010 to promote staff development in the context of performance management. This guide is a resource that allows staff members at all levels to take a more strategic approach towards career development and progression. It also serves as a tool for enabling managers to coach and develop their team members more effectively.

(e) e-performance tool

49. The e-performance module of the Inspira talent management system was globally deployed in April 2012, following a two-year pilot. The launch was accompanied by a communications campaign, training and briefing sessions and targeted training materials.

50. A major benefit of e-performance is that it is part of a single integrated system, which in the future will be linked to enterprise learning management and staffing, thus allowing areas identified for development to be easily linked to learning possibilities. The e-performance module also provides a greater capacity to monitor where the process stands, which is aimed at improving compliance rates.

51. The e-performance pilot tested a multi-rater feedback mechanism through which staff could receive peer feedback and managers could receive supervisee feedback anonymously. However, because uptake was relatively low (only about 10 per cent), it was decided to examine the lessons learned before deploying the mechanism further. The Secretariat is continuing to research best practices in international organizations, Governments and the private sector in order to develop a system that is effective, user-friendly and trusted.

Next steps

52. Further consultations will be held on means of rewarding, recognizing and motivating staff, taking into account best practices and the International Civil Service Commission performance management framework.

53. Work will continue on linking performance management and development with personal and managerial accountability, through training, guidance material and briefings.

54. Research will continue on best practices in the area of multi-rater feedback with the goal of refining the tool.

55. Consultations are planned with a range of internal and external stakeholders on performance management best practices, with the aim of strengthening and reforming performance management policy and processes within the Organization.

4. Learning and career development

Background and imperatives

56. The promulgation of a formal learning and development policy in 2009[9] and the establishment of the senior-level United Nations Learning Advisory Board[10] in the same year underlined the strategic importance of learning and development in building a global, dynamic and adaptable workforce for today's Secretariat.

57. In the last 10 years, the learning programme has expanded significantly beyond its former focus on technical skills such as language and IT. It now offers staff a wide range of opportunities for developing management and leadership capacity, improving communication and conflict-resolution skills, and better managing human and financial resources, as well as upgrading specific substantive skills.

58. For the biennium 2012-2013, $23.2 million from the regular budget is dedicated to learning programmes. This amount is less than the 2 per cent of staff costs, the level considered to be a minimum in best practice, which was formally endorsed by the Human Resources Network on behalf of the United Nations System Chief Executives Board for Coordination in 2003. The figure does not include the funding provisions for training and learning from the budgets for peacekeeping missions and the support account. Other extrabudgetary resources are also used on a case-by-case basis to support specialized learning and training needs related, for example, to safety and security, and humanitarian and post-conflict response, as well as for training related to operational improvements, such as the introduction of the International Public Sector Accounting Standards and Umoja.

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

59. During the reporting period, progress was made with regard to learning and development across the Organization. The review of the organizational competency framework has been completed, and a revised competency model will be promulgated in early 2013 following the consultation process. The objective is to ensure that the competencies reflect current and future organizational requirements, taking into account the behaviours identified as essential to a successful global, dynamic and adaptable workforce.

60. The focus on management and leadership development has continued. Enhanced management and leadership development programmes were introduced in 2009 and by the end of 2012, some 1,900 staff at the P-4 and P-5 levels (including over 300 in field missions) and approximately 440 staff at the D-1 and D-2 levels will have completed the programmes. During the reporting period, the Office of Human Resources Management also offered support and guidance for organizational development initiatives to individual offices and departments. An impact assessment of the management development programme, which entailed following a number of participants from 2009 to mid-2012, was also carried out. This produced encouraging data, indicating the strong positive impact of the programme overall, particularly the coaching component.

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[9] See Secretary-General's bulletin ST/SGB/2009/9.

[10] See Secretary-General's bulletin ST/SGB/2009/8.

61. In 2011, a pilot leadership programme for a small group of Assistant Secretaries-General and Under-Secretaries-General was conducted and received positive feedback. However, the United Nations System Staff College has now been requested by the United Nations System Chief Executives Board for Coordination to develop a programme for Assistant Secretaries-General system-wide (senior leaders exchange programme).

62. The language and communications programmes at Headquarters and offices away from Headquarters have continued to deliver, with particular attention to providing courses responding to specific work-related language needs. For example, in 2012, intensive Arabic language instruction was organized to help meet the need for Arabic-speaking staff in missions in the Middle East. More broadly, language training needs are increasing globally in field missions and a list of learning references and resources has been posted on the language programme website to assist field-based staff who may not have access to on-site training. Work has also started on aligning all language training courses with the same internationally recognized standard. However, the lack of dedicated resources for this purpose has been an obstacle to implementation.

63. E-learning has been a key focus during the reporting period, as representing a cost-effective way of delivering some types of learning. Particular efforts have been made to facilitate access for staff away from Headquarters duty stations, though challenges remain, including technical constraints. The enterprise learning management module of Inspira has been successfully tested for its capability for hosting e-learning programmes and for the administration of instructor-led programmes.

Next steps

64. A review is being undertaken of the Organization's learning and development programmes which will examine best practice within and outside the United Nations system. In particular, the goal is to increase the direct link between learning and career development, and to establish a global strategy that will provide learning and development support to a more mobile workforce. This will result in significant revision to the learning strategy endorsed by the United Nations Learning Advisory Board in 2011, taking into account the new organizational learning and development priorities and needs.

65. The new competency model will be deployed and integrated into the human resources functions (recruitment, performance management and development, learning) in 2013.

66. The Office of Human Resources Management will deploy enterprise learning management across the Organization in 2013. In addition to streamlining learning administration and consolidating learning content and materials, enterprise learning management will facilitate improved tracking of learning, including the monitoring of the minimum target of five learning days per staff member per year established in the learning policy.

5. Inspira

Background and imperatives

67. The General Assembly approved the implementation of a talent management system in its resolution 61/244 of 22 December 2006. Inspira, the software foundation of that system, provides the technology required to support talent management, comprising staffing, on-boarding (now called offer management), performance management, position management, Careers portal, analytical reporting, consultant recruitment and enterprise learning management.

68. Inspira will ultimately support talent management in both headquarters locations and field missions, supporting the goals of an integrated headquarters and field. The capacity of the Organization to plan, execute, monitor and report on issues related to its talent on a global basis will be significantly strengthened.

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

69. During the reporting period, the core foundations of Inspira were delivered. Inspira has almost 750,000 registered users from more than 190 countries, including both staff from around the organization and external applicants. At peak periods, Inspira has supported approximately a half million users in a single month, although typical volumes average between 40,000 and 60,000 users per month.

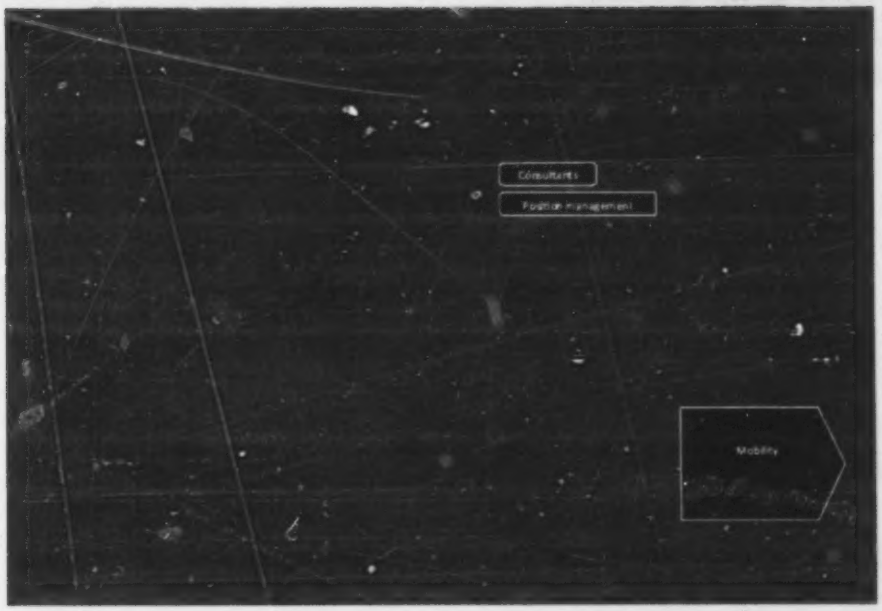
70. The Inspira Support Centre established in Bangkok handles ongoing development as well as operations and maintenance, including the customer service desk. The Centre works closely with the business owners in New York, delivering new modules and operating and maintaining the system.

71. Key achievements during the reporting period included over 250 enhancements and fixes to the staffing module; the extension of the use of Inspira to internships in certain duty stations; implementation of the current advertisement of all examinations on Inspira; the launch of e-performance Secretariat-wide in April 2012; and the launch of the enterprise learning management pilot in New York in May 2012.

Next steps

72. Figure III provides an overview of the overall implementation of Inspira, together with future plans.

Figure III
Inspira implementation



73. In early 2013, the goal is to deliver the staffing module for the field, which will provide a single, unified recruitment system across the Secretariat, as well as the on-boarding (offer management) project, which will provide streamlined offer management for candidates and tracking facilities for the whole Secretariat. The use of Inspira for internships will also be rolled out across the Secretariat.

74. The consultant management system, which will cover the whole process of hiring and managing consultants and individual contractors, will be piloted at the end of 2012 in three offices, with subsequent deployment to the whole Secretariat in 2013. Enterprise learning management, which will provide an integrated system for accessing and monitoring learning, will also be deployed across the Secretariat in 2013, with a phased roll-out in the field expected to begin in 2013.

75. Training, communications and other organizational change management activities will be conducted to support the transition for each new element.

76. The Inspira team will also review the mobility policy once agreed and conduct an impact assessment to determine the changes required. A project will thereafter be initiated to modify the Inspira system to enable it to support the new arrangements.

77. Finally, Umoja and Inspira will work closely together to ensure that they are properly integrated, in preparation for the deployment of the extension of Umoja in 2014.

D. Young Professionals Programme

1. Update on implementation

Background and imperatives

78. The General Assembly in its resolution 65/247 approved the Young Professionals Programme and requested the Secretary-General to report to it on the implementation of the Programme.

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

79. The first examination under the new system was held on 7 December 2011. A total of 111 Member States identified as unrepresented, under-represented or at risk were invited to the examination. Of those, 76 Member States participated, representing a significant increase from previous years (in 2010, 58 Member States were invited and 35 participated). This increase was a result of the decision taken in paragraph 66 of resolution 65/247 that staff members should "retain geographical status when serving against a geographical position", which means that many more countries fell into the unrepresented and under-represented categories.

80. The examination was held in four job families: administration, humanitarian affairs, public information, and statistics. There were 33,791 applications, a 208 per cent increase compared with 2010. A total of 4,426 candidates sat for the examination, an increase of 81 per cent. Of those, 132 candidates were interviewed and 96 candidates ultimately qualified. Successful candidates will be considered for positions at the P-1 and P-2 levels, depending on candidates' qualifications and the availability of posts. In this regard, it is noted that the proposal to the General Assembly had suggested that the age limit should be lowered from 32 to 26 and therefore that successful candidates should all enter at the most junior P-1 level.[11] Given the decision of the General Assembly not to lower the age limit to 26, it was taken that the Assembly's intention was also not to have all successful candidates enter only at the P-1 level. During the reporting period, the arrangement has therefore remained for placement to be made at the P-1 or P-2 level depending on candidates' qualifications and the availability of posts. The Assembly may wish to confirm this understanding.

81. In total, it took 11 months from the announcement of the examination to conclude the list of successful candidates. Despite the increase in the number of applications, this represented an improvement of 2 months over the 2010 examination timeline, and of 11 months over the period from 2005 to 2009, due largely to the shorter application and marking periods, which had been identified in the business process review as having been particularly lengthy, and were thus the focus of improvements.

82. A legacy issue, which continued to be addressed during the reporting period, concerned the roster. Under the national competitive recruitment examination, the number of successful candidates exceeded the number of vacancies, meaning that many candidates remained on the roster without being recruited. To right-size the roster: (a) candidates were asked to indicate if they wished to remain on it; (b) their

[11] See A/65/305/Add.4, sect. II.B, table 1.

information was updated in the process of moving the roster to Inspira; and (c) qualified candidates applied for the relevant P-3 roster, in accordance with paragraph 36 of General Assembly resolution 65/247.

Table 5
Right-sizing of the national competitive recruitment examination roster (July 2012)

Candidate status	*Number*
On the original roster as of 1 January 2012	419
Untraceable/not interested	-166
Placed since 1 January 2012	-57
Total	**196**

83. As of July 2012, 196 candidates were on the P-2 and P-3 rosters (see table 5). In order to place candidates from the P-3 roster, national competitive recruitment examination-rostered candidates were automatically added to the list of interested candidates for all P-3 job openings in their job families. Since this process began, in the first quarter of 2012, three candidates have been selected at the P-3 grade.

Next steps

84. The next examination is scheduled to be held on 5 December 2012. A total of 106 Member States have been invited to the examination. As of 20 March 2012 (the deadline for confirming participation), 79 Member States had confirmed.

85. Given the limited financial resources, it is noted that some of the additional enhancements proposed in phase II of the programme which was originally intended for 2013 and beyond[12] will have to be put on hold. In addition, a number of the elements of career development and support envisaged need to be revisited. For example, it was anticipated that all candidates would be invited to orientation and training prior to assuming their functions.[13] However, given the relatively small number of recruitments per quarter, it may not always make sense to organize orientation at the frequency required for everyone to be able to complete it in person prior to placement. The Office of Human Resources Management has therefore undertaken an evaluation of the orientation programme and reviewed best practices of similar programmes in agencies, funds and programmes in order to develop a more targeted programme which meets the needs of young professionals. Key issues highlighted were the need for better support during the on-boarding process, greater facilitation of networking among young professionals, and more post-orientation support related to career counselling and implementation of personal development plans. These needs will be met on a "just in time" basis through a variety of methods including e-learning and targeted face-to-face training to ensure that young professionals receive the necessary information and training at each stage — prior to deployment, when assuming their duties and once on the job.

[12] See A/65/305/Add.4, sect. II.B, table 1.
[13] See A/65/305/Add.4, para. 42.

86. It was also envisaged[14] that a dedicated training budget of $2,500 for professional development and support would be allocated for each Young Professional Programme staff member. In the current environment, it is considered that implementation of this measure would not entail the best use of resources. However, each candidate has full access to the in-house training programme, including external training programmes for substantive and technical skills. Each candidate would also have a defined workplan, performance objectives and training and learning plans, which will be monitored by managers and candidates.

2. Recruitment of staff members serving in the General Service and related categories

87. The General Assembly has repeatedly urged the Secretary-General "to ensure that all Member States ... are adequately represented in the Secretariat" and requested him "to exercise flexibility in the application of desirable ranges in individual recruitment cases".[15]

88. As part of its response in this regard, the Secretariat since 1996 has permitted staff members who are nationals of a country participating in the national competitive recruitment exam/Young Professionals Programme to apply as external candidates if they meet the eligibility criteria. This is known as the "G to N" process. Between 1996 and 2011, 1,329 staff members applied in this category, of whom 85 were successful. This arrangement was introduced by the Secretary-General in response to the requests of the General Assembly as set out in the preceding paragraph; however, it has never been formally endorsed by the Assembly. It would therefore be useful to secure the endorsement of the Assembly of the continuation of the G-to-N arrangement.

89. In addition, the General Assembly, in its resolution 59/266, decided that the recruitment of qualified staff from the General Service to the Professional category should be permitted for up to 10 per cent of the appointments at those levels;[16] and in its resolution 65/247, the Assembly decided that 10 per cent of the total pool of positions available for the Young Professionals Programme would be earmarked for successful G-to-P candidates (see A/65/305/Add.4, para. 51).

E. Representation of Member States in the Secretariat

1. Increasing the representation of unrepresented and under-represented countries in the Secretariat

Background and imperatives

90. The General Assembly, in section IX, paragraph 2, of its resolution 63/250, requested the Secretary-General "to continue his ongoing efforts to attain equitable geographical distribution in the Secretariat".

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[14] See A/65/305/Add.4, para. 45.

[15] For example, in sect. II, paras. 3 and 4, respectively, of its resolution 49/222.

[16] Resolution 59/266, sect. III, para. 1.

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

91. The Organization continues to undertake significant outreach efforts to unrepresented and under-represented countries through the dedicated unit established in 2008 in the Office of Human Resources Management. This unit handles all aspects of outreach, liaising with permanent missions and Governments, and conducting regular outreach visits to unrepresented and under-represented countries, including to universities and professional associations. To maximize impact, outreach is conducted both in target countries and in locations where a large number of nationals from unrepresented or under-represented countries are present. In this regard, outreach visits have recently been conducted to South Africa, Mexico, the United States of America, Pakistan, Canada, Belgium, Estonia, Costa Rica, Spain, Italy, the Republic of Korea, Iceland, the United Kingdom of Great Britain and Northern Ireland and Panama.

92. The United Nations Careers portal (careers.un.org) is the flagship outreach tool for the Organization and is also the interface with the online recruitment tool, Inspira. The Careers portal provides information to both internal and external candidates regarding the recruitment process, and what the Organization does and where it operates, as well as clarifications regarding organizational structure and the different staff categories. It is also the online tool for applicants who apply for jobs in the Organization.

93. In April 2011, the Secretariat launched a Social Media initiative to increase access globally to information on jobs at the United Nations. This included the establishment of a Facebook site; a LinkedIn site, to reach out to mid-career and senior professionals; and a Twitter account, to provide quick updates on job openings. As of June 2012, the Facebook page had been visited by between 25,000 and 36,000 people per week, while LinkedIn is visited by approximately 40,000 professionals per week and has approximately a half million members in the United Nations careers group network.

94. In terms of measuring the impact of outreach, statistics demonstrate that approximately 6 per cent of the visitors to the Careers portal arrive there directly from social media. Additionally, a recently introduced feature in Inspira was designed to better capture and correlate the data for individuals who apply for jobs and outreach. However, as this data field has been mandatory only since March 2012, it is too soon to measure the results.

2. Increasing the representation of developing countries in the Secretariat

Background and imperatives

95. The General Assembly, in paragraph 64 of its resolution 65/247, reiterated its request to the Secretary-General "to present proposals to effectively increase the representation of developing countries in the Secretariat".

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

96. The number of staff from developing countries at the Professional level and above has increased over the years, from 6,405 in 2007 to 8,154 in 2011. However, the overall proportion has decreased slightly, from 68 per cent in 2007 to 67 per cent

in 2011. The picture at the most senior levels varies: over the same period at the Under-Secretary-General level, the proportion decreased from 55 per cent in 2007 to 46 per cent in 2011, while at Assistant Secretary-General level the ratio increased from 42 to 47 per cent.[17]

97. As mentioned in paragraph 92 above, the flagship outreach tool for the Organization is the Careers portal. Of the 8.5 million visits to the Portal during the reporting period, over 2.5 million (30 per cent) were by those accessing the website from a developing country. The countries in this category with the highest number of hits were, in descending order: Kenya, India, Brazil, Pakistan, China, the Philippines, Côte d'Ivoire, Uganda, South Africa and Nigeria.

98. As part of the outreach mentioned above, activities are conducted with both individual developing countries and regional hubs, where a large number of developing countries would be represented. Work has also been undertaken in cooperation with other departments and offices, including the Department of Safety and Security, the Office for the Coordination of Humanitarian Affairs and the Department of Field Support of the United Nations Secretariat, to attract more applicants from developing countries, especially those with language skills in French or Arabic, which are in demand in field missions. Activities have included regular approaches aimed at a wide range of countries in Africa (particularly in West Africa and the Middle East and North Africa region), Asia and the global South in general. This has included targeting the Governments of those countries; visiting universities and professional organizations as well as relevant non-governmental organizations; and advertising in online development job websites and in widely read magazines, such as *Jeune Afrique*. Social media is also utilized to reach out to nationals of developing countries. The countries in that category from which the Organization's social media sites are most frequently accessed include Nigeria, Cameroon, India, Brazil, Mexico, Indonesia, Kenya, Egypt and Pakistan.

Next steps

99. The Secretariat will continue to develop its social media networks and work with Member States on outreach activities. Additionally, a webcast will be broadcast worldwide on all aspects of careers in the United Nations common system in the first quarter of 2013. In collaboration with the Department of Field Support, the Office of Human Resources Management will also focus on efforts to identify candidates from troop-contributing countries and police-contributing countries. Outreach efforts will also be closely coordinated with the Young Professionals Programme to ensure that a wide range of nationals of participating Member States are made aware of the opportunity. Finally, the Secretariat will be developing a shared database of contacts and will also be working on improving Inspira data collection in order to measure the impact of all outreach activities.

3. Review of ranges methodology

100. In paragraph 63 of its resolution 65/247, the General Assembly, recalling section IX, paragraph 17, of its resolution 63/250, requested the Secretary-General to report to the Assembly at its sixty-seventh session on "proposals for a

[17] See the report of the Secretary-General (A/66/347) entitled "Composition of the Secretariat", table 8, entitled "Distribution of Secretariat staff at the D-1 level and above by economic grouping and gender, as at 30 June from 2007 to 2011".

comprehensive review of the system of desirable ranges, with a view to establishing a more effective tool to ensure equitable geographical distribution in relation to the total number of staff of the global United Nations Secretariat". In section IX, paragraph 17, of its resolution 63/250, the General Assembly recognized "that considerable change has taken place in the composition and the number of staff of the global United Nations Secretariat in the past two decades".

101. In this regard, in previous discussions of the General Assembly on the system of desirable ranges, it had been noted that the current system focuses on regular budget posts and does not include posts financed under peacekeeping,[18] which over time have become the majority. The Assembly, in its resolution 65/247, also approved a reform of the contractual system which meant that both regular budget and peacekeeping posts would be counted in the number of positions available for permanent and continuing appointments.

102. The introduction of changes to the system of desirable ranges is an issue marked by complexity, which is intensified when the possibility of extending the system to posts in the field, financed under the regular budget and peacekeeping, is included. In order to be able to present a proposal that is in line with Member States' expectations, and to develop suitable operational options for posts financed under peacekeeping, the Secretariat would therefore seek the views of the General Assembly with respect to certain issues, namely:

- What type of posts and from what sources of funding should be included (regular budget, peacekeeping, support account etc.)
- Whether the contribution weighting factor should be amended accordingly
- Whether the posts to be counted should be established for a minimum length of time (for example, more than five years, in line with the post envelope for continuing appointments) and/or should they be included on the basis of projections of continuing need, or both

103. In addition, the Secretariat would welcome further guidance from the General Assembly on the intention and definition of the "proper" representation of troop-contributing countries, as requested in its resolutions 66/265, 65/247 and 55/238, taking into account the fact that a number of major troop- and police-contributing countries are considered over-represented within the Secretariat with regard to existing posts covered by the system of desirable ranges.

104. Once this guidance is received, the Secretariat will then formulate a revised approach as a matter of priority, in consultation with all relevant stakeholders, for the consideration of the General Assembly at its sixty-eighth session.

[18] Under the support account for peacekeeping operations, financing for the United Nations Logistics Base at Brindisi, Italy, special accounts for the individual peacekeeping missions and the United Nations Military Observer Group in India and Pakistan and the United Nations Truce Supervision Organization, financed under section 5 of the regular budget.

F. Efforts towards gender parity

Background and imperatives

105. In paragraph 69 of its resolution 65/247, the General Assembly requested the Secretary-General "to increase his efforts to attain and monitor the goal of gender parity in the Secretariat, in particular at senior levels, and in this context to ensure that women, especially those from developing countries and countries with economies in transition, are appropriately represented within the Secretariat".

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

106. Gaps remain, particularly at the senior levels. Within the Secretariat, women account for 31 per cent of P-5 posts, 28 per cent of D-1 posts, and 24 per cent of D-2 posts.[19] One of the main reasons for this is that there are significantly fewer female applicants than male applicants. Only 24 per cent of applicants for senior positions are women (although they make up 36 per cent of the selected candidates).

107. During the reporting period, efforts continued to improve the situation. In December 2011, the Secretary-General wrote to his senior officials to remind them specifically of their shared commitment to recruiting and retaining more women across the system. The human resources management scorecard, which holds all Under-Secretaries-General accountable, has two indicators on gender parity: percentage of female staff in all categories of posts; and percentage of female staff in P-5, D-1 and D-2 posts. These indicators are monitored quarterly by the Performance Review Group and annually by the Management Performance Board. In addition, work has started with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on developing a comprehensive strategy to attract and retain women, particularly at senior levels.

Next steps

108. The Secretariat will continue its collaboration with UN-Women and other entities in the United Nations system on developing a system-wide strategy to facilitate the advancement of women already within the Organization to senior positions, as well as on external outreach targeting qualified external female candidates. This will bring together a number of activities and processes designed to ensure cohesion in approach and a clear and uniform strategy for deployment of resources.

G. Human resources management scorecard

109. During 2011, the Office of Human Resources Management launched the new human resources management scorecard with new strategic indicators, operational indicators and an online reporting tool to allow self-monitoring by departments, offices and field operations. The scorecard was implemented in phases, first to non-field entities, covering 31 departments; and then to field entities, covering 26 field operations.

[19] See A/66/347, sect. E.2, para. 21, table 10.

110. As the scorecard is relatively new (at the time of writing it had not yet been implemented for a full cycle for all entities), the assessment is very preliminary. This having been said, thus far it has shown signs of having the capacity to help overcome some of the main weaknesses identified in the old system.

111. For example, the scorecard has made possible a new monitoring approach. Most entities can now self-monitor through direct access to the tool, which has helped address gaps in compliance monitoring coverage which resulted from dependence on costly on-site visits. It should also help increase the level of ownership, by removing indicators beyond the control of owners, and providing greater clarity regarding where ownership lies, as was the case, for example, with the staffing timeline.

112. It is expected that performance will improve as users become more familiar with the tool. Going forward, where indicators have not improved, the Office of Human Resources Management will be able to use the scorecard information to gain greater insight regarding the underlying issues than was previously possible.

H. Staff health and well-being

1. Staff health

Background and imperatives

113. United Nations staff are increasingly deployed to field duty stations, including to areas with limited medical and health-care infrastructure. These deployments come with an increased risk to health and safety. The United Nations currently operates 119 health-care facilities in field locations (United Nations dispensaries and civilian clinics in peacekeeping operations).

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

114. During the reporting period, the Medical Services Division of the Office of Human Resources Management has taken a number of measures to improve care and support for staff, particularly in the field of emergency response.[20]

115. The Division has expanded to include the medical component of the Emergency Preparedness and Support Team. This section assists country teams in reviewing the medical component of their mass casualty plans, and trains security and health personnel in medical emergency response. The Division has also taken on the role of secretariat to the inter-agency United Nations Medical Emergency Response Team.

116. The Division has expanded its medical electronic records system (EarthMed) which, by the end of 2012, will be implemented in all regional commissions and five field missions. In parallel, it is reducing the number of paper medical files by 80 per cent and switching to electronic medical files.

[20] See, also, the report of the Secretary-General (A/67/266), entitled "Organizational resilience management system: the United Nations emergency management framework".

117. The Division has redesigned its website to better address occupational, environmental and preventative health issues for a greater number of staff, and has also redesigned the procedures and standards for investigating environmental complaints at Headquarters, in collaboration with the Facilities Management Service.

Next steps

118. In the coming reporting period, the Medical Services Division will be concentrating on expanding the implementation of its medical electronic records system to the field; on implementing the medical component of emergency preparedness support; and on further developing programmes dedicated to environmental and preventative health for the staff at large, as well as continuing education for United Nations health personnel.

2. Flexible working arrangements

Background and imperatives

119. In its resolution 65/247, the General Assembly requested that the Secretary-General report at the sixty-seventh session "on efforts to enhance the understanding and implementation of the principles of work-life balance and a flexible workforce across the Secretariat" (para. 47).

Progress made since the adoption of General Assembly resolutions 63/250 and 65/247

120. A comprehensive three-year strategy for the strengthening of flexible working arrangements has been developed, with a three-pronged approach: advocacy, support and tracking of usage. In support of this strategy, the Office of Human Resources Management has developed a new website on iSeek, as well as a range of information materials. It has also established a network of focal points. The human resources management scorecard was utilized to establish a baseline of flexible working arrangements usage during 2011, which will help measure progress in the future. A pilot of expanded flexible working options was undertaken with two departments: the Department for General Assembly and Conference Management and the Department of Public Information, and the Office of Internal Oversight Services, in order to inform further development of flexible working practices in the Organization.

Next steps

121. The Office of Human Resources Management will use the results of, and data derived from, the pilot to identify appropriate next steps.

I. Staff management relations

122. The Secretary-General maintains an ongoing dialogue with staff representatives of all associations, unions and councils and with the federations of staff unions. During the reporting period, the Secretary-General, the Deputy Secretary-General and other members of senior management have met on a number

of occasions with the leaders of the staff associations, unions and councils to discuss matters concerning staff welfare and conditions of service.

123. Staff-management consultations take place through the mechanism of the Staff-Management Committee, which has representation from all staff bodies. The Staff-Management Committee was established in September 2011[21] as a new framework for staff-management consultations. The United Nations Staff Union joined the new Staff-Management Committee during the reporting period. The Committee is a forum in which staff and management come together to negotiate and build consensus on human resources reform initiatives. In 2012, in addition to the annual committee meeting, a special session was held on the topic of mobility, and the Committee formally agreed on a proposed mobility framework at its first meeting, held in Arusha in June 2012.

J. Liabilities relating to administrative service arrangements

124. The United Nations Secretariat provides administrative services, including advisory services, to a number of entities that do not form part of the Secretariat. These services are offered, for example, when the entities do not have sufficient in-house capacity for self-administration, or when they wish to benefit from the economies of scale associated with a streamlined provision of services. The basis for such arrangements are "institutional linkages" approved by the General Assembly, or memorandums of understanding agreed by the entities concerned, or both.

125. The staff of these entities are not Secretariat staff, but their appointments are governed by the Staff Regulations and Rules of the United Nations. Their letters of appointment normally contain a clause that limits the service of the staff member exclusively to the entity concerned. This clause is intended to ensure that in case of legal challenges of administrative decisions, the employing entity is held liable, rather than the administering entity, that is, the Secretariat.

126. Recent developments, however, have indicated that there is a need to review the way in which these arrangements are designed, in order to limit the Secretariat's potential liability. Of particular significance is the affirmation by the International Court of Justice, on 1 February 2012, that the administering entity was responsible and financially liable for administrative decisions taken in relation to staff members of another entity that it had been administering.[22] In addition, pursuant to the recent reforms of the system of administration of justice, some bilateral agreements need to be revised in order to reflect those reforms and ensure the proper allocation of financial responsibilities.

127. There can also be further legal complications when Committees of the General Assembly other than the Fifth Committee, which is supposed to have pre-eminence in this area, take decisions on administrative arrangements. These decisions can be legally ambiguous and leave room for interpretation.

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[21] See Secretary-General's bulletin ST/SGB/2011/6.

[22] Affirmation of Judgment No. 2867 of the Administrative Tribunal of the International Labour Organization.

128. The Office of Human Resources Management is currently reviewing these issues. Among other mitigating measures, one approach might be to adjust the applicable charge level for services according to these liability risks, as well as to enter into service arrangements only when the United Nations regulatory framework alone would be applicable.

V. Actions to be taken by the General Assembly

129. **The General Assembly is requested to take note of the present report.**

130. **The General Assembly is further requested:**

(a) **To confirm that recruitments under the Young Professionals Programme should continue to be made at the P-1 or the P-2 level, depending on candidates' qualifications and the availability of posts;**

(b) **To endorse the amendments to the learning and development component of the Young Professionals Programme, as set out in paragraphs 85 and 86 of the present report;**

(c) **To approve the continuation of the G-to-N stream under the Young Professionals Programme;**

(d) **To give guidance on the issues regarding the review of the system of desirable ranges, as set out in paragraphs 102 and 103 of the present report;**

(e) **To take note of the issue of liabilities, as set out in section J of the present report.**

131. **The remaining actions to be taken by the General Assembly are reflected in the relevant sections of the addenda to the present report (A/67/324/Add.1 and 2).**

Annex

Summary of follow-up action taken to implement requests of the General Assembly in its resolutions 65/247 and 66/234 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Reference in resolution	*Request to the Secretary-General*	*Action taken to implement request*
	Resolution 65/247, Human resources management	
Section I	**Human resources management reform**	
Paragraph 10	Requests the Secretary-General to report regularly on progress on the implementation of ongoing human resources management reform including on efficiencies and concrete improvements.	See the main part of the present report.
Section II	**Recruitment and staffing**	
Paragraph 13	Recognizes that workforce planning should be considered an ongoing process, that the staffing requirements of the Organization are contingent on mandates and that there is scope for the Secretary-General in forecasting future staffing requirements for major operational groups, including the number of staff needed and the skill sets required.	See paragraphs 21-30 of the main part of the present report.
Paragraph 15	Also requests the Secretary-General to continue to ensure equal treatment of candidates with equivalent educational backgrounds during the recruitment process, taking fully into account the fact that Member States have different education systems and that no education system shall be considered the standard to be applied by the Organization.	In March 2012, the World Higher Education Database of the International Association of Universities/United Nations Educational, Scientific and Cultural Organization was embedded within Inspira. This resource, which covers over 16,000 higher educational institutions around the world, is referenced by the Organization to determine credential levels of academic degrees as determined by the competent national authorities.
Paragraph 18	Takes note of paragraphs 11 and 12 of the report of the Advisory Committee on Administrative and Budgetary Questions, decides that, for the time being, the period for the circulation of specific job openings will remain at 60 days, and requests the Secretary-General to conduct a comprehensive review	See paragraphs 31-37 of the main part of the present report.

Reference in resolution	*Request to the Secretary-General*	*Action taken to implement request*
	of the entire recruitment process to improve the overall response time, with a view to realizing the benchmark of 120 days for filling a post, and to report thereon to the General Assembly at its sixty-seventh session.	
Paragraph 19	Recalls paragraph 13 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to delete the special procedures for the selection of external candidates from the staff selection system.	The special procedures for the selection of external candidates are no longer applied.
Paragraph 21	Emphasizes the importance of the participation of staff representatives in the work of the central review bodies, and requests the Secretary-General and invites staff representatives to engage in a consultative process with a view to resuming the participation of staff representatives in the work of the central review bodies.	In all duty stations, except New York, staff representatives have agreed to nominate staff to participate in the central review bodies. The Office of Human Resources Management continues to make all efforts to engage the staff representatives in New York in a consultative process to ensure their participation in the central review bodies' work. Staff representatives are already invited to submit nominations to serve as members on the central review bodies on every occasion when the secretariat of the central review bodies seeks new nominations for the central review bodies.
Paragraph 23	Requests the Secretary-General to ensure that all applicants are informed of the results of their applications.	Inspira now sends the results automatically.
Paragraph 28	Requests the Secretary-General to include in the human resource management scorecard an additional operational indicator reporting on excess unutilized leave.	Completed June 2012.
Paragraph 33	Further requests the Secretary-General to include, in Inspira website tutorials, tips relating to personal history profiles and competency-based interviews and other materials helpful for external candidates in applying for and being considered for vacancies, no later than the end of the sixty-fifth session of the General Assembly, and to report on his achievements in that regard to the Assembly at its sixty-seventh session.	Extensive information has been made available through the careers website (http://careers.un.org). User manuals are available on Inspira for external and internal candidates alike. Quick guides are available in English and French. Additional Inspira-related learning and performance support resources are being made available in the context of its global deployment.

Reference in resolution	*Request to the Secretary-General*	*Action taken to implement request*
		A video tutorial on competency-based interviews is available in English and French.
Paragraph 34	Regrets that the Secretary-General did not present proposals on a mobility policy pursuant to section VII of General Assembly resolution 63/250, and in this regard requests that a comprehensive proposal be submitted at its sixty-seventh session.	Document A/67/324/Add.1 on a comprehensive mobility framework for the United Nations addresses this request.
Section III	**Young Professionals Programme**	
Paragraph 36	Requests the Secretary-General, as a one-time exceptional measure until 31 December 2012, to make efforts to place in P-3 posts, subject to geographical distribution, successful national competitive recruitment examination candidates who were on the roster as at 31 December 2009 and who show an interest in and are qualified for such positions, decides that such candidates shall not be granted continuing appointments, and requests the Secretary-General to report thereon to the General Assembly at its sixty-seventh session.	See paragraph 83 of the main part of the present report.
Paragraph 40	Requests the Secretary-General to report to the General Assembly at its sixty-seventh session on the implementation of the Young Professionals Programme, including progress made in reducing the time required to mark the exam and to place successful candidates.	See paragraphs 78-89 of the main part of the present report.
Section IV	**Performance management**	
Paragraph 42	Recalls paragraph 2 of section VI of resolution 63/250, and requests the Secretary-General to continue to develop and implement measures to strengthen the performance appraisal system, in particular by rewarding staff for excellent performance and imposing sanctions for underperformance, and to strengthen the link between performance and career progression, in particular for those staff members in managerial positions, and to report thereon to the General Assembly at its sixty-seventh session.	See paragraphs 38-55 of the main part of the present report.
Paragraph 43	Requests the Secretary-General to report to the General Assembly at its sixty-seventh session on the implementation of the new talent management system.	See paragraphs 21-77 of the main part of the present report.

Reference in resolution	*Request to the Secretary-General*	*Action taken to implement request*
Section V	**Career development and staff well-being**	
Paragraph 44	Recalls paragraphs 17 and 18 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to include in the training strategy a full picture of the total training resources, including extrabudgetary resources, as well as of the management of such resources, and to build the strategy on the basis of a needs assessment.	The training strategy has been completed and the Assistant Secretary-General of the Office of Human Resources Management communicated the full training resources picture to the United Nations Learning Advisory Board.
Paragraph 47	Requests the Secretary-General to report to the General Assembly at its sixty-seventh session on efforts to enhance the understanding and implementation of the principles of work-life balance and a flexible workforce across the Secretariat.	See paragraphs 119-121 of the main part of the present report.
Section VI	**Contractual arrangements**	
Paragraph 58	Urges the Secretary-General to consider granting five-year fixed-term contracts to staff members who are ranked in the process outlined in paragraph 42 of the present resolution but who are not awarded continuing contracts.	An administrative instruction on fixed-term appointments is under development. This instruction will provide guidance on the granting of five-year fixed-term appointments for staff who have completed five years of service but who have not been awarded a continuing appointment.
Paragraph 60	Requests the Secretary-General to report to the General Assembly on the implementation of the continuing appointments regime in the context of the report on human resources reform, including a review of the level of the post envelopes, as necessary, starting with its sixty-seventh session.	See paragraphs 16-20 of the main part of the present report.
Paragraph 61	Also requests the Secretary-General to report to the General Assembly at its seventy-third session on the implementation of the provisions of the present resolution with the aim of reviewing the system of granting continuing contracts.	Report due at the seventy-third session.
Paragraph 62	Decides that staff members who are granted continuing contracts will be subject to General Assembly decisions on mobility and the learning policy of the Secretary-General.	This will be included in the letters of appointment of staff members who are granted a continuing appointment.

Reference in resolution	*Request to the Secretary-General*	*Action taken to implement request*
Section VII	**Comprehensive assessment of the system of geographical distribution**	
Paragraph 63	Recalls paragraph 17 of section IX of its resolution 63/250 and requests the Secretary-General to report thereon at the sixty-seventh session.	See paragraphs 100-104 of the main part of the present report.
Paragraph 64	Reiterates its requests to the Secretary-General to present proposals to effectively increase the representation of developing countries in the Secretariat and to report thereon to the General Assembly at its sixty-seventh session.	See paragraphs 95-99 of the main part of the present report.
Section VIII	**Gender representation**	
Paragraph 69	Requests the Secretary-General to increase his efforts to attain and monitor the goal of gender parity in the Secretariat, in particular at senior levels, and in this context to ensure that women, especially those from developing countries and countries with economies in transition, are appropriately represented within the Secretariat, and to report thereon to the General Assembly at its sixty-seventh session.	See paragraphs 105-108 of the main part of the present report.
Section IX	**Consultants, individual contractors, gratis personnel and employment of retired staff**	
Paragraph 70	Expresses concern over the increase in the use of consultants, especially in the core activities of the Organization, stresses that the use of consultants should be governed by the relevant resolutions of the General Assembly, in particular resolution 53/221, section VIII, and that they should be drawn from the widest possible geographical basis, and requests the Secretary-General to make the greatest possible use of in-house capacity and to report to the Assembly at its sixty-seventh session on the measures taken to that effect.	On 2 April 2012, the Assistant Secretary-General for Human Resources Management sent a communication to all executive offices and offices away from Headquarters to convey the requirements set out in paragraphs 70 and 71 of the resolution and request compliance therewith. The geographical basis of consultants and contractors is reported in the report on the composition of the Secretariat.
Paragraph 71	Reiterates that in areas where consultants are frequently hired for a period of more than one year, the Secretary-General should submit proposals, where necessary, for the establishment of posts and should report thereon to the General Assembly at its sixty-seventh session.	This issue was covered in the communication referenced in the comment on paragraph 70.
Paragraph 72	Requests the Secretary-General to report to the General Assembly at its sixty-seventh session on the use of retired former staff and to develop clear criteria for the employment of retirees.	See the report of the Secretary-General entitled "Composition of the Secretariat: gratis personnel, retirees and consultants" (A/67/329/Add.1).

Reference in resolution	*Request to the Secretary-General*	*Action taken to implement request*
Section X	**Other matters**	
Paragraph 79	Requests the Secretary-General to provide to the General Assembly for its consideration at the main part of its sixty-sixth session a comprehensive report on conflict of interest, including contemporary analysis of what constitutes personal conflict of interest, as well as legal, management and mitigation aspects.	See the report of the Secretary-General on personal conflict of interest (A/66/98), noted by the General Assembly, in its resolution 66/234, as having been considered.
Paragraph 82	Also requests the Secretary-General to analyse the reasons why staff members leave the organization, on the basis of exit questionnaires for staff members leaving voluntarily, and to report his findings to the General Assembly at its sixty-seventh session.	Of 337 staff members who left during the reporting period, 103 left because of retirement, 60 left for alternative job opportunities, 31 left for family reasons, and 22 left because they had been terminated. Seven left for continuing education. Others left simply because of the expiration/non-renewal of their appointment. There was no significant difference in terms of gender. Regarding those staff members leaving for alternative job opportunities, 38 moved to another organization within the United Nations common system, 16 joined Governments and non-governmental organizations and 6 became self-employed. Those who left for family reasons exited mainly because of prolonged separation or "other" (non-defined) reasons. Eight left because of spouse employment issues and two because of child education-related matters.
	Resolution 66/234, Human resources management	
Paragraph 8	Stresses that the Secretary-General should not recur to the practice of temporarily filling posts in the Professional and higher categories with General Service staff members who have not passed the General Service to Professional category examination other than on an exceptional basis, and requests the Secretary-General to ensure that temporary occupation of such posts by the General Service staff shall not exceed a period of one year, effective 1 January 2013, and to report thereon, including on the rationale for such practice, to the General Assembly every two years, starting at its sixty-seventh session.	A communication was issued on 30 January 2012 informing all managers of this. Only in situations in which no suitable G-to-P candidates are found to fill posts in the Professional and higher categories can other General Service staff members be exceptionally considered for these positions. In 2011, there were 157 General Service staff against posts in the Professional and higher categories and in 2012, there were 93 for the period from January through June. These assignments can be authorized only for a maximum period of one year and all selected staff must meet all eligibility requirements. As a transitional measure, previously selected General Service staff members serving in posts in the Professional and higher categories must complete their assignment no later than 31 December 2012.

Reference in resolution	*Request to the Secretary-General*	*Action taken to implement request*
Paragraph 16	Requests the Secretary-General, in his capacity as Chair of the United Nations Chief Executives Board for Coordination, to expedite the conclusion of a revised version of the inter-agency agreement on inter-organization movement and to ensure its utilization by all organizations of the United Nations common system.	The Assistant Secretary-General for Human Resources Management wrote to the chair of the working group on 9 January 2012 to convey this request. The text of the revised Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances was approved by the Human Resources Network of the High-level Committee on Management on 22 February 2012. The majority of the organizations of the Organizations have already ratified it. The Human Resources Network has also established a working group which is considering how we can facilitate inter-organizational mobility.

B. Advisory Committee on Administrative and Budgetary Questions

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
	Recommendations of the Advisory Committee on Administrative and Budgetary Questions emanating from document A/65/537	
Staff selection system		
Paragraph 13	Recommends that the Assembly request the Secretary-General to delete the special procedures for the selection of external candidates from the staff selection system.	See comments in this annex under General Assembly resolution 65/247, paragraph 19.
Paragraph 14	Expects that a progress report on the use of rosters, including a statistical analysis, will be included in the report on human resources management to be submitted to the General Assembly at its sixty-seventh session.	See paragraph 35 of the main part of the present report.
Learning		
Paragraph 17	Expects that the learning management system will provide a fuller picture of all the training resources and activities of the Organization.	See comments in this annex under General Assembly resolution 65/247, paragraph 44.

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
Human resources management scorecard		
Paragraph 27	An assessment of the functioning of the scorecard should be provided in the report of the Secretary-General on human resources management issues to be submitted to the General Assembly at its sixty-seventh session.	See paragraphs 109-112 of the main part of the present report.
Harmonization of conditions of service		
Paragraph 40	Recommends approval of the recommendations of the International Civil Service Commission with respect to the provision of additional hardship allowances in non-family duty stations.	Approved in resolution 65/248, sect. C.
Paragraph 42	Recommends that the General Assembly request the Secretary-General to ensure compliance by executive heads of the funds and programmes to whom he delegates authority for human resources and financial authority.	Requested by the General Assembly in resolution 65/248.
	Recommends that the Secretary-General and the executive heads of the funds and programmes work closely together, within the framework of the common system, to address and mitigate any unintended consequences of the change.	The Human Resources Network of the Chief Executives Board monitors the implementation of the harmonization of conditions of service in the field, with a view towards identifying and addressing any unintended consequences of the changes in conditions of service.
Continuing contracts		
Paragraph 52	Emphasizes the need to accelerate the field central review process.	The pace of the field central review process has accelerated. Since the inception of the process, the average number of field central review body clearances per month has been five times greater. In 2009-2010, there were 2,515 clearances; in 2010-2011, 4,208; and in 2011-2012, 12,193. As of 15 May 2012, there were 3,355 international field staff serving without limitations, and 3,458 international field staff on fixed-term appointment with service limited to their current mission. This represents significant progress: a year ago only 1,500 staff serving in the field had no limitations on their contracts. The number of staff without such limitations is likely to increase significantly in the coming months as a result of the completion of reference checks linked to the one-time regularization

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
		exercise. As of 15 June 2012, a total number of 4,865 serving staff were on the roster for at least one function/level.
Paragraph 53	Welcomes the fact that mission contracts are now of up to two years' duration and, noting that fixed-term appointments can be granted for renewable periods of up to five years at a time, encourages the Secretary-General to use judgement in awarding appointments of a longer duration where feasible.	The criteria and conditions for granting longer-term fixed-term appointments are being prescribed in an administrative instruction that is currently being finalized. The administrative instruction provides further information on the conditions for granting and extending fixed-term appointments. Under the proposed administrative instruction governing fixed-term appointments, the criteria for granting longer-term extensions of up to five years' duration would be similar to the conditions for granting extensions for up to two years. Extensions of appointments would be subject to operational needs of the mission, availability of funds, continuous record of satisfactory performance, continuous service in the Organization etc.
Paragraph 57	Expects that the comprehensive review of mobility will examine mobility requirements in granting continuing contracts.	Secretary-General's bulletin ST/SGB/2011/9 on continuing appointments allocates geographical and functional mobility in granting points for continuing contracts.
System of geographical distribution		
Paragraph 61	Questions the formula applied in scenario 7, which includes posts financed under extrabudgetary resources (peacekeeping budgets and trust funds) but does not take into account the scale of assessments for peacekeeping or contributions to voluntarily funded activities. Nor does the report address requests by the General Assembly to make appropriate provision for proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support of the Secretariat, taking into account their contribution to United Nations peacekeeping (see resolution 63/250, sect. IX, para. 13).	See paragraphs 100-104 of the main part of the present report.

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
Young Professionals Programme		
Paragraph 73	The further development of new initiatives should draw on the lessons learned from the current effort to implement improvements to the national competitive recruitment examination for 2010.	See paragraphs 78-86 of the main part of the present report.
Paragraph 75	Recommends that the age limit of 32 be left unchanged for the time being. This issue should be re-examined at the sixty-ninth session of the General Assembly in the context of a complete assessment of the functioning of the improved arrangements, which the Secretary-General should be requested to submit.	Left unchanged.
Paragraph 76	Recommends that the roster remain valid for two years.	Roster remains valid for two years.
Paragraph 77	Recommends that P-3 level positions be advertised in the same manner as all other positions. In making selections, managers should be encouraged to give priority consideration to candidates from the Young Professionals Programme.	See paragraph 83 of the main part of the present report.
Paragraph 78	Recommends against the proposal that the rotation policy to be applied for the Young Professionals Programme should also be applied to successful G-to-P candidates. These staff should be subject to whatever mobility policy is decided upon by the General Assembly following its consideration of the comprehensive report on mobility to be submitted in accordance with section VII, paragraph 5, of Assembly resolution 63/250.	The first Professional-level assignment of successful G-to-P staff members can be in the same duty station. However, they would be subject to the mobility policy of the Organization.
Staff rules		
Paragraph 80	Recommends approval of the proposed actions contained in paragraphs 22 (a) and (b) of the report, namely, that the General Assembly (a) take note of the new provisional Staff Rules set out in document ST/SGB/2010/6; and (b) request the Secretary-General to amend staff rule 4.14 on the basis of its consideration of the report of the Secretary-General on continuing appointments at its sixty-fifth session.	Rule 4.14 amended in Secretary-General's bulletin ST/SGB/2011/1.

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
Staff regulations		
Paragraph 87	Recommends approval of the amendments to staff regulation 1.2 (m) which expands the scope of the definition of conflict of interest to provide for a definition that is not limited to financial interests.	The General Assembly in its resolution 66/234 adopted the definition of a conflict of interest.
Composition of the Secretariat		
Paragraph 89	Encourages the Secretary-General to continue to refine the presentation of the report in order to provide as complete a picture as possible of the structure of the entire Secretariat and the location, levels and contractual status of the staff, as well as a basis for comparison with previous periods, but recommends that, in future reports, the raw data presented be accompanied by analysis of demographic trends.	See the report of the Secretary-General on the composition of the Secretariat.
Paragraph 91	Believes that far more aggressive efforts should be made by the Secretary-General to improve the representation of women.	See paragraphs 105-108 of the main part of the present report.
Paragraph 92	Reiterates its view that the increasing trend of hiring retirees can be avoided through rigorous succession planning and urges the Secretary-General to give priority attention to this issue, especially with respect to language personnel.	See paragraphs 22-25 of the main part of the present report.
Paragraph 93	Emphasizes that, in accordance with section XI, paragraph 4, of General Assembly resolution 63/250, employment of retirees in decision-making positions should occur only in exceptional circumstances.	The limitations on the employment of retirees in decision-making positions will be reflected in the revised administrative instruction currently under development on the retention in service beyond mandatory age of separation and employment of retirees.
Activities of the Ethics Office		
Paragraph 96	An ethics manual would be a useful means of codifying guidance, which could be updated on a regular basis through the issuance of bulletins.	A practical ethics guide has been developed for staff which provides guidance on the fundamental ethical values and standards of the Organization. An external Ethics Office website detailing the services delivered by the Office and providing contact information has been developed and launched in all six official United Nations languages.

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
		Ethics guidance materials have been made available via an iSeek link to the Accountability A to Z iSeek page.
Paragraph 97	Stresses the need for continuing coordination among the mechanisms for reporting misconduct and resolving grievances in order to ensure that their functions do not overlap and that staff understand the roles of each of the entities and their interrelationship.	The Ethics Office publication entitled "The roadmap: a staff member's guide to finding the right place", and Ethics Office outreach, advisory, briefing and town-hall activities, have helped clarify the functions of respective United Nations offices, including those responsible for the receipt of misconduct reports, and grievance resolution.
Paragraph 99	The Advisory Committee has commented on the need for an in-depth study on how to handle the financial disclosure programme and expects that the study of the consultants will be finalized expeditiously and the findings implemented as soon as possible.	Completed (see A/66/319 and Corr.1, paras. 69-83).
Paragraph 103	Recommends that the Secretary-General urge the Office of Internal Oversight Services, as a matter of practice, to investigate cases where the Ethics Office considers that there is a prima facie case.	The Office of Internal Oversight Services has advised the Ethics Office that it will investigate referred prima facie retaliation cases.
Measures taken to address systemic human resources issues raised by the Office of the United Nations Ombudsman and Mediation Services		
Paragraph 108	The usefulness of these reports would be enhanced by more concrete elaboration of the issues by the Ombudsman and Mediation Services, and more specific responses to these issues by the Secretary-General.	These requests have been addressed, where applicable, in the report on the administration of justice.
Recommendations of the Advisory Committee on Administrative and Budgetary Questions emanating from document A/66/511 and Corr.1		
Composition of the Secretariat		
Paragraph 4	Reiterates its recommendation that the Secretary-General supplement the raw data presented with analysis of demographic trends and the underlying reasons for these trends (see also A/65/537, para. 89).	See report on the composition of the Secretariat
Paragraph 5	Reiterates its opinion that greater efforts should be made by the Secretary-General to improve the representation of women, in particular at the senior levels.	See paragraphs 105-108 of the main part of the present report.

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
Paragraph 7	The Committee is concerned that approximately 40 per cent of the posts subject to the system of geographical ranges are not encumbered by staff having geographical status. The Committee urges the Secretary-General to ensure that the recruitment of candidates is carried out in accordance with the established recruitment procedures, including through the use of the national competitive recruitment examination roster, which has been replaced by the Young Professionals Programme.	To ensure prudent management of resources under the regular budget, as of 15 March 2012, vacant regular budget posts are no longer to be used to temporarily charge staff members who were recruited against a post other than the vacant regular budget post. Moreover, as of the same date, new temporary appointments are no longer to be charged to vacant regular budget posts.
	Requests the Secretary-General to provide comprehensive information on measures taken to address the high number of posts encumbered by staff having no geographic status in his report on human resources management to be considered at the sixty-seventh session of the General Assembly.	The Office of Human Resources Management is working with the executive offices and offices away from Headquarters to review the staff data to determine if staff members "serving" against a geographical post (selected, for example, through a central review body) are properly placed.
Paragraph 8	Requests the Secretary-General to provide further details on the magnitude of the impact of the implementation of General Assembly resolution 65/247 on the representation status of Member States on posts subject to geographical distribution within the Secretariat in the context of the report on human resources management to be considered at the sixty-seventh session of the Assembly.	This information is provided in the report on the composition of the Secretariat.
Personal conflict of interest		
Paragraph 14	Reiterates its previous recommendation in support of the proposed amendment to staff regulation 1.2 (m) to expand the scope of the definition of conflict of interest so as to provide for a definition that is not limited to financial interests.	The General Assembly in its resolution 66/234 adopted the definition of a conflict of interest.
Activities of the Ethics Office		
Paragraph 23	The Committee is of the view that the reported increase in volume of service requests received and the number of cases reviewed are not sufficient indicators to determine fully whether the objectives of promoting high standards of integrity and a culture of ethics are being achieved. The	Appropriate evaluation criteria are being developed by the Ethics Office in consultation with other entities.

Reference in the Advisory Committee report	*Request/recommendation*	*Action taken to implement request/recommendation*
	Committee therefore requests the Secretary-General to devise appropriate evaluation criteria for this purpose.	
Paragraph 25	The ethics briefing should be mandatory and should be extended to incoming senior managers at the D-1 and D-2 levels as well.	Ethics briefings for incoming senior managers are being provided. The Ethics Office is also considering means to enhance its reach to field operations.
Paragraph 26	Given that the Ethics Committee is not an intergovernmental mechanism, it should be renamed appropriately.	The process for renaming the Ethics Committee is under way.
Paragraph 31	The Secretary-General should explore all available means of obtaining the file review services at a lower cost without compromising confidentiality, including the possibility of offshore outsourcing.	The rebidding for the provision of external review services for the financial disclosure programme is under way in accordance with standard procurement requirements.
	Encourages the Secretary-General to consider the possibility of consolidating the review function with the information technology services when defining the requirements for the programme during the forthcoming procurement exercise.	A new information technology platform for the financial disclosure programme will be developed upon funding mobilization. Consolidating the review function with the information technology services may have adverse cost implications and limit the pool of available qualified vendors.
Paragraph 32	Recommends that the matter of filing periodicity be kept under review, bearing in mind the Organization's risk profile.	This issue is under review.
Paragraph 33	The Committee supports a review of the programme's regulatory framework in order to accord the Ethics Office a greater role in determining the filing population and to formulate a more focused set of eligibility criteria.	The review has been initiated by the Ethics Office in collaboration with other concerned offices.
Paragraph 38	Recommends against the appropriation of additional funds for the review function of the financial disclosure function and that the amount be absorbed and reported in the performance reports for the biennium 2012-2013.	Funding options are being explored by the Secretariat.